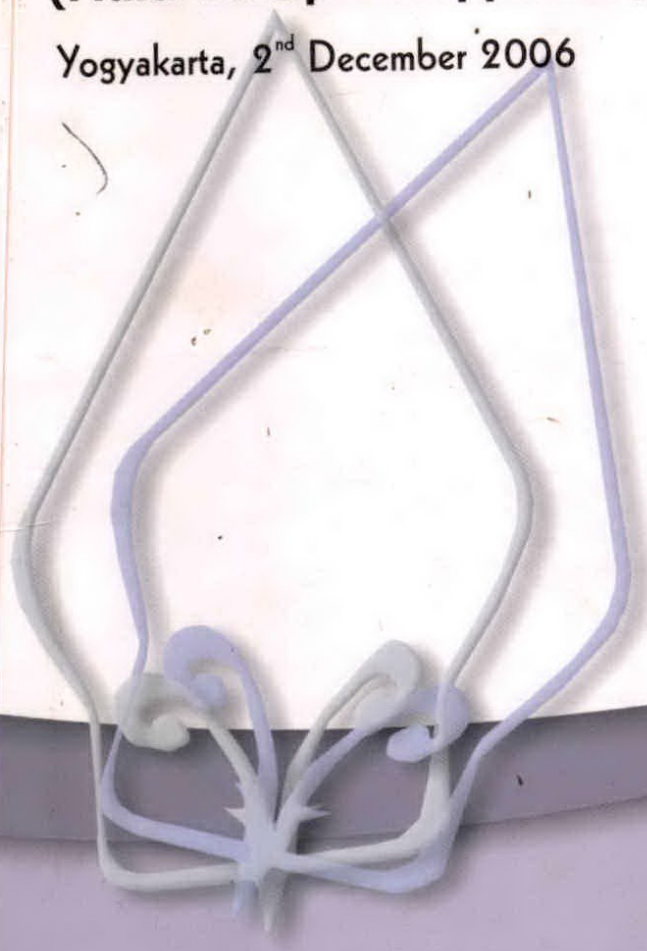


Proceeding

International Joint Seminar

**Muslim Countries and Development :
Achievements, Constraints and Alternative Solutions
(Multi-Discipline Approach)**

Yogyakarta, 2nd December 2006



Organized by:



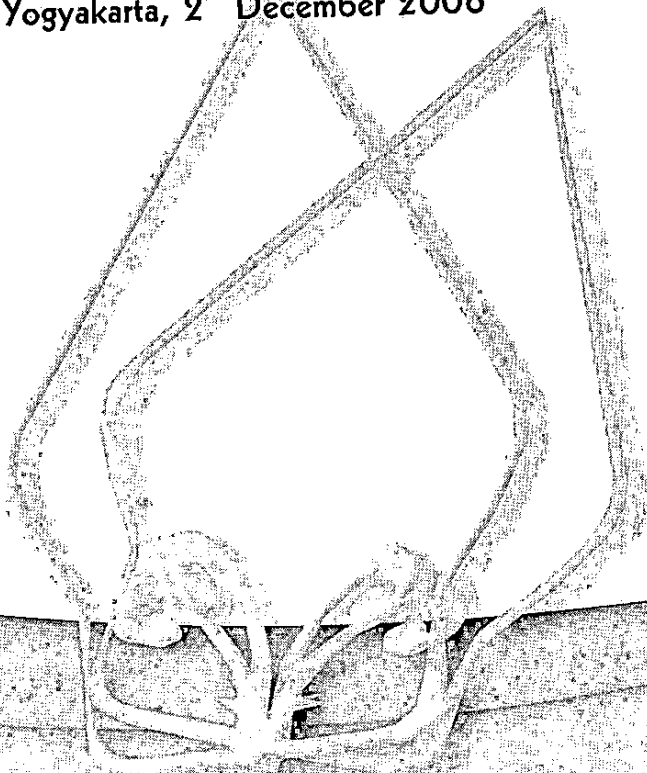
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Organized by:



Universitas
Muhammadiyah
Yogyakarta



International
Islamic
University
Malaysia



Education and
Cultural Attache
Embassy of The Republic
Indonesia in Malaysia

**MESSAGE FROM THE RECTOR OF
UNIVERSITAS MUHAMMADIYAH YOGYAKARTA (UMY)**

Assalamu'alaikum warahmatullahi wabarakatuh

All praise be to Allah SWT, Lord of the world. Peace and blessings on Muhammad SAW, His Servants and Messenger.

First of all, as the rector of Universitas Muhammadiyah Yogyakarta (UMY), I would like to welcome to the honourable guests, Rector, Dean of Postgraduate Studies (CPS), Dean of ISTAC, Dean of IRKHS, Deputy Deans and Head Departments from various Kulliyah, lecturers, postgraduate students of International Islamic University Malaysia (IIUM), and all participants in this joint seminar.

Academic cooperation between UMY and IIUM started several years ago. The cooperation between us is based on a solid foundation; both us are Islamic universities having same missions to develop Islamic society, to prepare future generations of Islamic intellectuals, and to cultivate Islamic civilization. In fact, improving academic quality and strengthening our position as the producers of knowledge and wisdom will offer a meaningful contribution to the development of Islamic civilization. This responsibility is particularly significant especially with the emergence of the information and knowledge society where value adding is mainly generated by the production and the dissemination of knowledge.

Today's joint seminar signifies our attempts to shoulder this responsibility. I am confident to say that this joint program will be a giant step for both of us to open other pathways of cooperation. I am also convinced that through strengthening our collaboration we can learn from each other and continue learning, as far as I am concerned, is a valuable ingredient to develop our universities.

I sincerely wish you good luck and success in joining this program

Wassalamu'alaikum Wr, Wb.

Dr. Khoiruddin Bashori

Rector, UMY

**MESSAGE FROM THE RECTOR OF
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA (IIUM)**

Assalamu'alaikum warahmatullahi wabarakatuh

In the name of Allah, the most Gracious and the most Merciful. Peace and blessings be upon our Prophet Muhammad (S.A.W).

First and foremost, I felt honoured, on behalf of the university to be warmly welcomed and to be given the opportunity to work hand in hand, organizing a respectable conference. Indeed, this is a great achievement towards a warmer bilateral tie between the International Islamic University Malaysia (IIUM) and Universitas Muhammadiyah Yogyakarta (UMY) after the MoU Phase.

I would also like to express my heartfelt thanks to Centre for Postgraduate Studies (CPS), Postgraduate Students Society (PGSS), contributors, paper presenters, participants and our Indonesian counterpart for making this program a prestigious event of the year.

This educational and cultural visit is not only an avenue to foster good relationship between organizations and individuals and to learn as much from one another but a step forward in promoting quality graduates who practices their ability outdoor and master his or her studies through first hand experience. The Islamic platform inculcated throughout the educational system namely the Islamization of knowledge, both theoretical and practical, will add value to our graduates. This comprehensive excellent we strived for must always be encouraged through conferences, seminars and intellectual-based activities in line with our lullaby: The journey of a thousand miles begin by a single step, the vision of centuries ahead must start from now.

My utmost support is with you always. Looking forward to a fruitful meeting.

Ma'assalamah

Wassalamu'alaikum Wr, Wb.

Prof. Dato' Dr. Syed Arabi Iddid

Rector, IIUM

**MESSAGE FROM EDUCATION AND CULTURAL ATTACHE
EMBASSY OF THE REPUBLIC OF INDONESIA
KUALA LUMPUR**

Assalamu 'alaikum warahmatullahi wabarakatuh

All praise be to Allah SWT. This is the moment where implementation of MoU between Universitas Muhammadiyah Yogyakarta (UMY) and International Islamic University Malaysia (IIUM) comes in the form of action by organizing this Joint Seminar. The efforts of both sides to implement the MoU are highly appreciated, especially, in the context of which both universities effort to enhance the quality of education.

Substantially, I believe that this Joint Seminar will bring many benefits. In term of the development of knowledge, it is a means for developing academic quality, for exchanging of information on academic development, as well as for constructing intellectual atmosphere at both universities. In term of international relations, both universities have taken part in increasing close relationship between Malaysia and Indonesia. RUM and UNY as well are using 'soft power' to increase bilateral relations among citizens which brings a lot of benefits for both nations.

Therefore, I hope that both RUM and UMY can make use of this program as a 'kick-off' for other programs in the future, especially in using UMY's vast networks with other Muhammadiyah Universities in various cities in Indonesia as well as IIUM's network. The support of IIUM for UMY also means a progress for IIUM and UMY. I hope such joint program will continue in future for betterment of both Indonesia and Malaysia. Embassy of the Republic of Indonesia in Kuala Lumpur will always support these efforts.

To our honorable guests, Rector, Dean of Postgraduate Studies (CPS), Dean of ISTAC, Dean of IRKHS, Deputy Deans and Head Departments from various Kulliyah, lecturers and students of IIUM, I warmly welcome you to Yogyakarta. I hope you enjoy your stay in the cultural city of Yogyakarta.

Finally, as the Attache of Education and Cultural, Embassy of the Republic of Indonesia, Kuala Lumpur, I sincerely wish you good luck *and a successful program with unforgettable memories.*

*Wabillahit Taufiq Wal Hidayah
Wassalamu 'alaikum warahmatullahi wabarakatuh.*

M.Imran Hanafi

Education and Cultural Attache, Embassy of the Republic of Indonesia

MESSAGE FROM DEAN CENTRE FOR POSTGRADUATE STUDIES

Assalamu'alaikum warahmatullahi wabarakatuh

Praise be to Allah. May the peace and blessings of Allah be on the last prophet and messenger, our master Muhammad and on his household and companions. It is a great privilege for me to foreword this message to this wonderful event that is jointly organized by the Universitas Muhammadiyah Yogyakarta (UMY) and International Islamic University (IIUM).

First and foremost I would like to record my special gratitude to management of Universitas Muhammadiyah Yogyakarta for their co-operation.

In order to obtain comprehensive excellence, the Centre for Postgraduate studies has always facilitates postgraduate students of the university to achieve the highest quality in their academic work. This seminar is one of the many programs that Centre for postgraduate studies has to ensure quality graduates.

I would therefore like to thank all the participants and programme coordinators who have worked hard to realize this event.

May Allah SWT shower His blessing upon us.

Wassalamu'alaikum Wr, Wb.

Prof. Dato' Dr. Wan Rafei Abdul Rahman
Dean, Centre For Postgraduate Studies

**MESSAGE FROM THE ACTIVE
PRESIDENT OF POSTGRADUATE STUDENTS'**

Assalamu'alaikum warahmatullahi wabarakatuh

On behalf of Postgraduate Students' Society (PGSS), my gratitude and appreciation to our beloved Dean of Studies, the Embassy of Indonesia in Kuala Lumpur, Muhammadiyah Yogyakarta and the organizing committee of IIUM and the Universitas Muhammadiyah Yogyakarta for their huge success. Postgraduate Students' Society (PGSS) under the supervision of the Center for Postgraduate Studies (CPG) is pleased to host this event.

As I strongly believe that the initial stages of unity are the key to building the new generation, who will represent the future more, such programs, not only achieve the mission of our universities but to achieve the global mission and vision. Therefore, I believe today, we have to have understanding and then only we can appreciate our diverse cultures. We should acknowledge the different strengths and weaknesses through knowledge in this age of information. I am sure this joint seminar will initiate unity among the future leaders along with integrating them.

Thank you,

Mohd Nabi Habibi

Active President Postgraduate Students' Society (PGSS)

MESSAGE FROM PROGRAM DIRECTOR

Assalamu'alaikum warahmatullahi wabarakatuh.

Praise be to Allah. May the peace and blessings of Allah be on the last Prophet and Messenger, our master Muhammad and on his household and companions.

Honestly speaking, we are pleased to be trusted by Postgraduate Students' Society (PGSS) and Centre for Postgraduate Studies (CPS) to organize the programme named Educational and Cultural Visit to Yogyakarta, Indonesia. For this, We express our gratitude to the management of both PGSS and CPS. This programme is of immense value. It has the potentials to promote intellectual endeavor, develop leadership capabilities and enrich cross-cultural understandings. We sincerely believe and hope that program of this kind will be organized in a regular fashion in future.

It is a great privilege for us to play twofold role in organizing this event: *as a host* and *as guest*. In fact, this is a fascinating experience to manage this event. Since our inception here, we have found meaningful interaction of students in an interweaving of cultures into complicated, yet beautiful, embroidery of social fabric. We are proud to say that this dearly loved university has produced graduates of high quality, who are distinct from those of the local universities.

Finally, we wish to express our special thanks to Bapak M.Imran Hanafi, Education and Cultural Attache of Indonesian Embassy, Bapak Herdaus, S.H., Assistant of Immigration Attache of Indonesian Embassy, Bapak Tharian Taharuddin for their immensely valuable assistance and co-operation in making this program a success. I sincerely appreciate all local committees at Yogyakarta, the colleagues and program coordinators and committee members who worked diligently to materialize this event. We wish to pass on good wishes to the PGSS for their valuable efforts it expended for this event.

May Allah s.w.t shower His blessing upon us.

Wassalam,

Nasrullah

Programme Director

Todi Kurniawan

Co-Programme Director

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Relationship Between Organizational Justice in Performance Appraisal Context and Outcomes; Study on Islamic University in Yogyakarta

Heru Kurnianto Tjahjono
Muhammadiyah University of Yogyakarta

Abstract

The purpose of this research is to test the relationship between organizational justice (distributive & procedural) and (personal & organizational) outcomes within the two-factor model on Performance appraisal in one of Private Islamic University context. The two-factor model is a concept introduced by Sweeney and McFarlin (1993) who explained that distributive and procedural justices have different influences on outcomes. In the two-factor model, the effects of distributive justice on personal outcomes (satisfaction toward their performance appraisal) are more dominant compared to procedural justice. On the other side, procedural justice will be more accurate to predict the organizational outcomes (commitment affective) compared to distributive justice. This model is based on U.S.A. setting research.

Empirically, that model is not always supported in the field. The different empirical results indicate that the model is not universal cross population but more depend on context. This research is done on Islamic University setting where the researcher gathered 426 samples of full-time islamic university employees in Yogyakarta. In general the result supported the hypothesis the relationship between organizational justices and personal organizational outcomes.

Keywords: *Organizational justice (distributive and procedural), personal outcomes (satisfaction toward their performance appraisal), and organizational outcomes (commitment affective).*

INTRODUCTION

There have been many studies that elaborate the relationship between organizational justice and its consequences. A quite popular study apertaining to the relationship between the organizational justice and its consequences has been conducted by Sweeney and McFarlin in 1992 and 1993 based on some previous studies, especially those by Folger and Konovsky (1989). Sweeney and McFarlin (1993) suggest the concept of the two-factor model by comparing some other models. The study becomes an interesting one that investigates the relationship between the organizational justice and specific outcomes. It formulates that distributive justice and procedural justice have different effect on each of the outcomes.

The present study examines the relationship between organizational justice and outcomes within the two-factor model on performance appraisal context in university setting.

THEORIES AND HYPOTHESIS FORMULATION

The Two-Factor Model and Hypothesis Justice in Performance Appraisal

The two-factor model represents the concept developed by Folger and Konovsky (1989) and retested by Sweeney and McFarlin through model comparison (1993). The concept describes that distributive justice and procedural justice have different effect on personal outcomes and organizational outcomes.

Specifically, the distributive justice has a closer relationship with the personal outcomes, while on the contrary the procedural justice will be better determinant of the organizational outcomes. The distributive justice tends to be positively related with the outcomes appertaining to personal evaluation, for example the satisfaction of the outcomes (performance appraisal.). Therefore, the distributive justice will have a closer and positive relation with the personal outcomes as compared to the procedural justice. Conceptually, it is because the distributive justice is related to what employees gain from organization (Folger & Konovsky, 1989) and it is also related to the distribution of situation and materials that will in turn influence the prosperity of individuals (Deutsch, 1975 in Faturochman, 2002). What the employees gain is personal in nature and perceived by each of the individuals appreciate the distributive justice. Cognitively, people will increasingly perceive that the justice prevails when the organization fulfill their expectation of the outcomes.

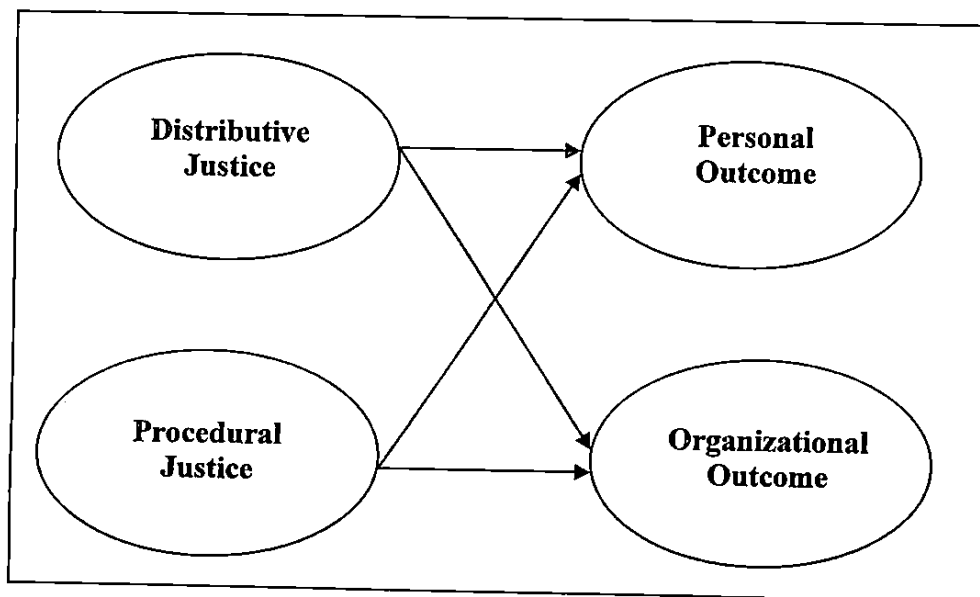


Figure 1. The Two-Factor Model

Distributive justice will be positively stronger to predict satisfaction toward their performance appraisal compared to procedural justice

On the contrary, the procedural justice will have higher predictability than the distributive justice in predicting the organizational outcomes. It is confirmed by Bies and Moag (1986 in Colquitt *et.al.* 2001) suggesting that people will their perception of the procedural justice when they make the decision on how to react to organization or system. It is because the procedural justice describes the capacity of the organization to treat its employees in a just manner (Sweeney & McFarlin, 1992). Therefore, the perception of the procedural justice is more capable of describing the organizational outcomes in the form of individual attitude toward organization.

Hypothesis 2:

Procedural justice will be positively to predict organizational outcomes (affective commitment) compared to distributive justice

THE METHOD OF STUDY

The Population and the Procedure in Collecting Data

The population of the study is the employees of a private Islamic university in Yogyakarta. The author contacts the HRD of the university to inform the objectives of the study and to ask for permission to conduct the study. Once the author has obtained the permission, he discusses about everything appertaining to the prevailing system of performance appraisal of the institution along with the parties concerned.

The number of the employees is 426 staffs and administration employees. The study involves all of the employees, including the head of the existing department or division and the administration employees as its subjects.

Operational Definition and Measurement

Distributive justice describes employees' perception of the justice by the management related to the content of performance appraisal. The measurement is conducted using 4 items by Leventhal (1976) that is reused in Colquitt's study (2001) and five points Likert scale with (1) representing highly disagree to (5) highly agree.

Procedural justice describes employees' perception of the justice based on the procedure used by the management to appraise their performance. The measurement is conducted using 7 items developed by Colquitt (2001) and five points Likert scale with (1) representing highly disagree to (5) highly agree.

The Satisfaction toward performance appraisal reflects the extent to which employees are satisfied with the performance appraisal system applied in their organizaiotn. The measurement is conducted using 8 items developed

by Robert and Reed (1996) and five points Likert scale with (1) representing highly disagree to (5) highly agree.

Affective commitment reflects the extent to which employees are emotionally interested in their organization. The questioning instrument developed by Allen and Meyer (1990) and modified by Meyer *et.al.* (1993) is used in the study, consisting of 6 items and five points Likert scale with (1) representing highly disagree to (5) highly agree.

DATA ANALYSIS METHOD

Validity Test

The validity of the instrument, which is construct validity, is tested using confirmatory factor analysis. The analysis aims at identifying the structure of the variable factor (the questioning items of the instrument) of the study, consisting of various factors of justice, various factors of outcome, and social capital. When the magnitude of loading factor (the correlation of the questioning items and its construct) equals or bigger than 0.4, it is considered to be better and recommended (Hair *et.al.*, 1998).

Reliability Test

Once the validity test has been in completion, it is followed by reliability test that aims at investigating the consistency of the results of the measurement. The consistency indicates how reliable the items that are interrelated to each other as a unity in measuring a concept. The reliability of the instrument of the study is tested using Cronbach alpha with the rule of thumb of higher than 0.60 (Sekaran, 2000).

Hypothesis Test

Referring to the similar study by McFarlin and Sweeney (1992), the hypothesis test is conducted using hierarchical multiple regression analysis because it is able to test the effect of the control variables and main effect of the independent variables on the dependent variables. However, the author includes the background demographic characteristics of age, sex, working duration, position stratum and salary of the respondents as control variable considering that the five variables are relevant and related to the five variables that may serve as the external variable of the model and may have certain effect on the dependent variables. Additionally, in the previous study of the correlation between the factors of justice and the factor of outcomes, the five variables are often used as control variables. The test aims at avoiding the confounding effect caused by the background variables of both the independent and dependent variables. The statistics analysed is R^2 , representing the percentage of the variance of the dependent variables able to describe the variance of the control variables.:

Y_1	=	personal outcomes
Y_2	=	organizational outcomes
X_1	=	distributive justice
X_2	=	procedural justice

The author substitutes the two variables in the following multiple regression equation (Gujarati, 2003) $Y_1 = \beta + \beta_1 X_1 + \beta_2 X_2$ (equation 1) and $Y_2 = \beta + \beta_1 X_1 + \beta_2 X_2$ (equation 2). In the hierarchical multiple regression analysis technique, the control variables are substituted in first step. The main effect is tested in second step.

The Test of the Hypothesis

The hierarchical multiple regression analysis is conducted using SPSS 11 program following the steps below:

- 1) The effect of the five demographic variables, which are age, education, working duration, position stratum and salary on the dependent variable of working satisfaction. It aims at avoiding the confounding effect of the background variables of the independent variable (various factors of justice) and also dependent variables (organizational outcomes and personal outcomes). The statistics that will be analyzed is R^2 , representing the percentage of the dependent variables able to describe the control variables, consisting of age, gender, education, working duration, and position stratum.
- 2) The main effect of various factors of justice on the dependent variables of the two factors of outcomes is tested. The increase in R^2 (ΔR^2) indicates the contribution of certain justice factor to the change of the outcomes. The effect of X_1 and X_2 , where the justice factor has more dominant effect on Y_1 dan Y_2 , are compared to β_1 dan β_2 (Folger and Konovsky, 1989; McFarlin and Sweeney, 1992; Colquitt, 2001).

DATA ANALYSIS

The data of the study are collected in three steps. The first step is to collect the data of the respondents in cooperation with HRD of private Islamic university in Yogyakarta. The population of the respondents are identified on the basis of the data, which are 426 individuals consisting of department or division heads, middle line managers and employees. The second step is to distribute the questionnaire to the respondents. And, the third step is the data collection that is conducted by the author and the enumerator.

The number of the questionnaire distributed to the respondents is 426. There are 285 questionnaires submitted or the response rate of 66.90%. Meanwhile, there are 9 unqualified ones because of incomplete filling out or of missing data. Thus, there are 276 data obtained from the respondents eligible to process and analyze or 96.84% of the response rate.

Validity Test

The validity of the variables of distributive justice, procedural justice, social capital, affective commitment and the satisfaction of performance appraisal is conducted using confirmatory factor analysis. The results of the study indicate that all of the items to measure the variables are appropriate with the theory.

Reliability Test

The following table contains the results of the reliability test of each of the variables.

Table 2. The Reliability of Each Variable

No	Variable	Cronbach's <i>alpha coefficient</i>
1.	Distributive justice	0,8392
2.	Procedural justice	0,8712
3.	Affective commitment	0,8548
4.	The satisfaction of performance appraisal	0,9390

The results contained in the table show that the five variables have Cronbach's alpha of higher than 0.60. Thus, it can be concluded that all of the variables of the study are reliable.

Descriptive Statistics

The respondents of the study are the employees of private university in Yogyakarta, which amounts to 426 individuals and consist of the managers (department and division heads) and administration employees. They are classified on the basis of gender, age, education, working duration and position. Also, the classification is conducted on the basis of the author's subjective observation related to the presence of the possibility of the external variables of the model that are expected to have certain effect on the model. Therefore, the author observes, discusses and studies related literatures in identifying the external variables of the model potential to affect the model. The identification of the external variables by the author is almost similar with that by Tang and Sarsfield-Baldwin (1996) in the study of the relationship of the factors of justice and the factors of outcomes, consisting of gender, age, education, and working duration.

The descriptive statistics of the response of the respondents of each of the main variables in the model of the study is presented in the following passage. The variables consist of: distributive justice (X1), procedural justice (X2), affective commitment (Y1) and the satisfaction of performance appraisal (Y2). The descriptive statistics as contained in Table 3 shows the mean value or average, standard deviation and variance of distributive justice, procedural justice, social justice, affective commitment and the satisfaction of performance appraisal.

Table 3. Descriptive Statistics of the Study Variables

Variable	N	Min	Max	Mean	St. dev	Variances
Distributive justice (X1)	276	1,75	5,00	3,869	0,621	0,386
Procedural justice (X2)	276	1,43	5,00	3,735	0,585	0,343
Affective commitment (Y1)	276	1,33	5,00	3,710	0,667	0,444
The satisfaction of performance appraisal (Y2)	276	1,00	5,00	3,714	0,723	0,522

Table 2 contains the distribution of the mean, standar deviation and variances of each of the variables of the study. Data has shown that employee perception about distributive justice and procedural justice on performance appraisal in this university is relatively high. Beside that level of their satisfaction toward performance appraisal and commitment affective is higher.

Multicollinearity

Intervariable correlation matrix may be used to investigate the presence of the multicollinearity or singularity in a variable combination. When it value is big, one of the constructs must be dropped and the causal relationship is reformulated (Hair *et.al.*, 1998). The correlation value should not be higher than the limit of 0.9 and the correlation value beyond 0.8 may indicate the possible presence of the multicollinearity.

Table 4. helps identify the indication of the multicollinearity and also show the correlation between each of the variable of the study, consisting of control variables, independent variables and dependent variables as theorized.

Table 4. The Correlation between Variables

	Gender	Age	Edu	Tenure	Posit	DJ	PJ	SC	AC	SPA
Gender	1									
Age	.254 **	1								
Edu	-.213 **	-.115	1							
Tenure	.162 **	.496 **	.095	1						
Posit	-.023	.095	.452 **	.076	1					
DJ	-.148 *	-.074	.098	-.238 **	-.042	1				
PJ	.145 *	.018	.057	-.161 **	-.059	.761 **	1			
SC	-.021	.047	.081	.008	.053	.292 **	.350 **	1		
AC	-.097	.025	.065	-.122 **	-.020	.660 **	.723 **	.671 **	1	
SPA	-.095	.004	.077	-.189 **	-.039	.816 **	.711 **	.614 **	.861 **	1

* $p < or = 0,05$

** $p, or = 0.001$

Considering the results of the correlation as contained in Table 4. above it can be clearly observed that the correlation value between the independent variables of the study, which are control variable, KD, KP, and MS is not beyond the maximum limit (indicating the multicollinearity), which is 0.8.

Hypothesis Test

The hypotheses are testes using hierarchical multiple regression analysis following the two steps as discussed in the previous chapter. First step is to include the control variables. Second step is to include the independent variables, which are distributive justice and procedural justice.

Table 5.
The Relationship between Justice Perception and the Satisfaction Toward Performance Appraisal

INDEPENDENT VARIABLE	KEPUASAN PENILAIAN KINERJA		
	β	(ΔR^2)	<i>P</i>
STEP 1: CONTROL VARIABLE (gender, age, education, tenure, position) (ΔR^2)		0,042	
STEP 2: MAIN EFFECT			
Distributive justice	0,729		0,000
Procedural justice	0,102		0,059
Social capital (ΔR^2)	0,559	0,769	0,000

Table 6.
The Relationship between Justice Perception and the Affective Commitment

INDEPENDENT VARIABLE	KOMITMEN AFEKTIF		
	β	(ΔR^2)	<i>P</i>
STEP 1: CONTROL VARIABLE (gender, age, education, tenure, position) (ΔR^2)		0,036	
STEP 2: MAIN EFFECT			
Distributive justice	0,234		0,000
Procedural justice	0,451		0,000
Social capital (ΔR^2)	0,567	0,715	0,000

The results of the test indicate that all of the hypothesis is supported. **Hypothesis 1**, it shows that the distributive justice is positively stronger to predict satisfaction toward their performance appraisal compared to procedural justice. Specifically, the issue of distributive justice is the important one for the employees conducting the exchanging activity with organization like performance appraisal. It is related to their prosperity and expectation. Tyler (1994) in the study of the resource-based model suggests that the employees highly expect the distribution of the organizational resource. They will be disappointed or unsatisfied when their expectation is not fulfilled by the organization (Alderfer, 1972 in Pfeffer, 1982).

Beside that, **hypothesis 2**, procedural justice is positively to predict organizational outcomes (affective commitment) compared to distributive justice. Because the procedural justice describes the capacity of the organization to treat its employees in a just manner (Sweeney & McFarlin, 1992). Therefore, the perception of the procedural justice is more capable of describing the organizational outcomes in the form of individual attitude toward organization.

CONCLUSION AND IMPLICATION

The conceptualization of the two-factor model proposed by Sweeney and McFarlin (1993) describes that the distributive justice and the procedural justice have different predictability of the personal outcomes and the organizational outcomes (Folger & Konovsky, 1989; Sweeney & McFarlin, 1993). The distributive justice that has a closer relationship with the personal outcomes and the procedural justice will be better predictor of the organizational outcome (Kim & Maughborgne, 1998; Lee, 2000; Colquitt, 2001; Colquitt *et.al.*, 2001; Martin and Bennett 1996; Viswesvaran dan Ones, 2002). However, the predictability of the distributive justice and the procedural justice of the personal outcomes and the organizational outcomes is still equivocal in nature. The empirical findings of the studies by Barling and Philips (1993) and also Tang and Sarsfield-Baldwin (1996) give different predictability from that theorized.

The findings of the study describe the importance of the perception of the employees of the distributive justice and the procedural justice as the predictors of the satisfaction of the employees of the performance appraisal they obtained and the affective commitment.

The study has some theoretical and practical implication in the area of organizational justice. They are:

1. The results of the study are confirmed and there is the finding of the presence of the difference in the predictability between the distributive justice and the procedural justice of the outcomes, which are the satisfaction of the performance appraisal employees obtained and the affective commitment.

2. The results of the study give the alternative in developing the concept of the two-factor model (Sweeney and McFarlin, 1993), especially in the conceptualization of the correlation between the organizational justice and the outcomes. The role of the social capital as the moderating variable can strengthen the perspective of contingency in similar studies.
3. The study gives additional empirical evidences for specific context and setting, which are the empirical evidences of the performance appraisal in one of the private Islamic universities in Yogyakarta appertaining to the relationship between the organizational justice and the outcomes.
4. The results of the study provide organizational leaders with the importance of the aspect of justice in an organization. It can motivate them to participate and support the employees of the organization.

THE LIMITATION AND THE STUDY AND SUGGESTIONS

There are some limitations of the study that it is recommended for the future studies to consider them as the chance and the opportunity to make betterment and refinement.

1. The conceptualization of various organizational justice proposed by Colquitt (2001) suggests that there are four kinds of justice, which are distributive justice, procedural justice, interpersonal justice and informational justice. It is necessary for the future study to formulate a more integrated model to elucidate organizational phenomena.
2. The study uses limited respondents, which are the employees of one of the private universities in Yogyakarta. It is expected for the future study to broaden its scope by involving more heterogenous respondents and more various business organizations.
3. The study has the potency of common method variance because the measurement of its variables is originated from a single respondent. The condition can cause some correlation between the variables influenced by the consistency effect of the responses with those of the previous questionnaire. It is recommended for the future study to be more careful in anticipating the presence of the potency of the common method variance.

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